

CITY OF MIAMI

COLLABORATIVE WORKFORCE INITIATIVE

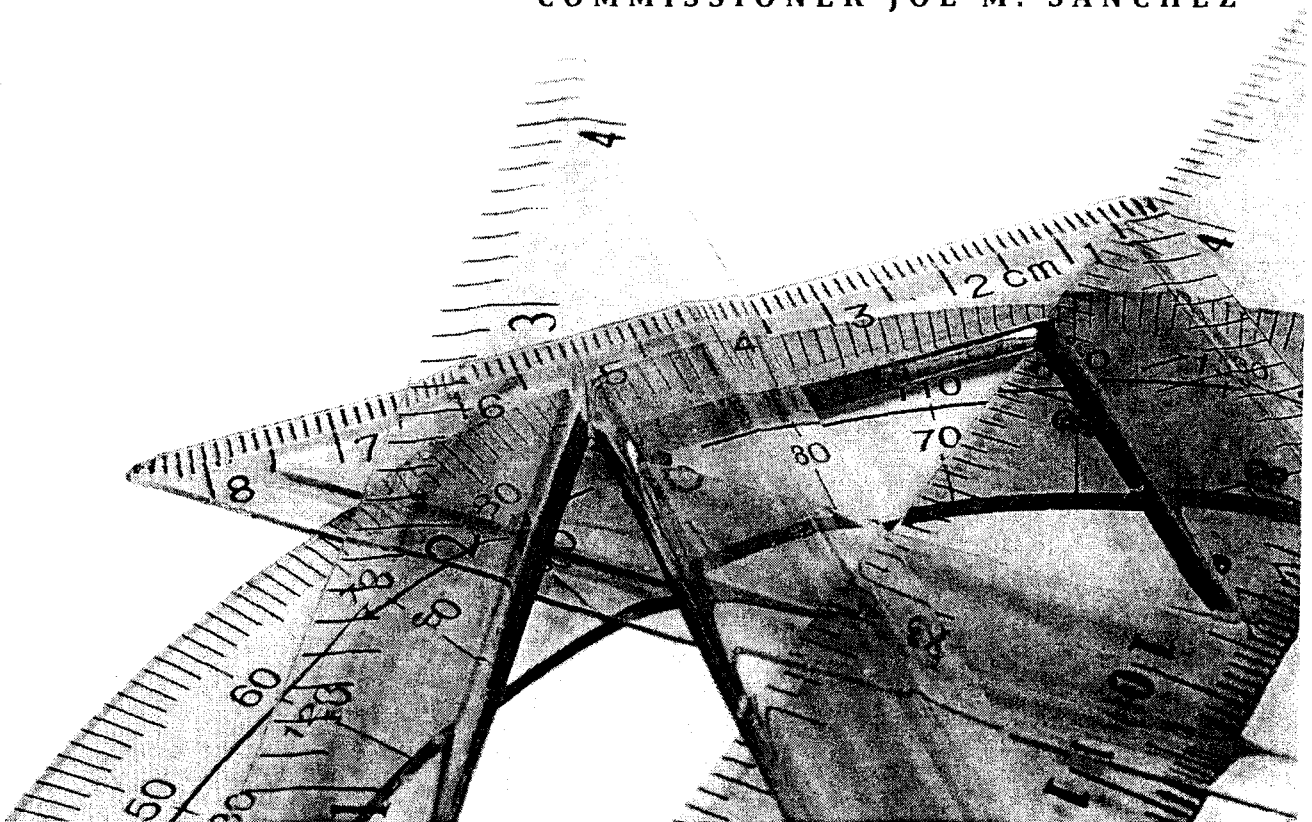
MIAMI WORKS

PROJECT PLAN

SPONSORED BY:

COMMISSIONER MICHELLE SPENCE-JONES

COMMISSIONER JOE M. SANCHEZ



Community Need

The City of Miami has experienced growth in many sectors including construction over the years. The most recent large scale project within the City is the construction of the new Marlin's Stadium in the Little Havana area. A byproduct of this new influx of capital will be a plethora of job opportunities in construction. To safeguard and ensure that a proper representation of local City residents have access to these jobs, the Miami Works project was created to connect the people who create the jobs with residents in targeted communities who need a job.

The City is committed to assisting those least likely to benefit from the City's projected economic growth and prosperity, and has developed a strong partnership with key partners for this program. The program focus is simple yet far reaching if not done appropriately. The Miami Works program involves a two-pronged approach to "improve coordination and access to programs and services within workforce development, these strategic imperatives are;

Targeted Job Seeker and Employer Populations

- Residents of the City of Miami are the targeted job-seeker population.
- Construction-related employers with work sites and job opportunities within the City of Miami are the targeted employer population.

Community Partners

Any important new project, program or initiative deserves an equally important partner group. The partners were chosen because of their organizational commitment, expertise, advocacy and involvement within the community and with numerous projects throughout the City and County.

The strategic partners group includes;

- Laborers' International Union of North America – Local 1652
- International Brotherhood of Electrical Workers (IBEW) Local Union 349
- Florida Carpenter Regional Council
- Miami Dade County Public Schools (MDCPS) – Technical and Vocational Focus
- Plumber's Union – *organizational name is needed*
- *Painter's Union – organizational name is needed*

Proposed Project

The Miami Works program was created to bridge the gap between the unemployed City of Miami residents and the employers in the construction industry. A strategic process will be utilized to bring a professional, organized approach to the hiring process by going into targeted neighborhoods and identifying people with the attitude, character and aptitude for long-term employment as well as employers who can provide positions in key segments such as;

- Skilled labor, such as a Journeyman
- Semi-skilled labor, such as an Pre-Apprentice/Apprentice
- Non-skilled labor, such as a Flagman

The process is defined by two activities:

1. "Finding Quality People"
2. "Finding Quality Jobs"

The hiring process will be implemented through relationships established with an on-the-ground network of agents in the targeted neighborhoods and districts ("Finding Quality People"). **A Job Developer** will be needed to develop relationships with a network of employers who are creating jobs as a result of the new building projects ("Finding Quality Jobs"). In the initial testing phase, residents will be screened, placed, monitored and reported to provide metrics on placements, annualized salaries created and relationships established with employers.

A workforce entity is well suited to provide this function.

Keys to success of the Miami Works program will be to (1) *create and maintain relationships with General and Sub-Contractors within the City of Miami in the targeted areas to acquire quality jobs.* (2) *Create and maintain relationships with on-the-ground community agents from within the targeted areas that will identify and refer quality applicants;* and (3) *coordinate and leverage existing employer contacts and relationships in the community to encourage long-term employment.*

Even though, residents are not provided hiring guarantees after training, there is the possibility to strengthen building contractors' agreements to ensure more responsible community representation and diversity. *Possible legislation.*

Finding People

Miami Works identifies quality candidates through referrals from on-the-ground community agents such as individual partner training centers, NET offices, One-Stop Career Centers, community organizations, individuals, business leaders, churches, etc. Moreover, Miami Works program and partner staff will work with workforce intermediaries (i.e. One Stops, agency job developers, etc.) to provide employment assistance for clients not suited for jobs in construction.

Incentives

Before and during employment, residents will be exposed to incentives to work. Specific incentives include (1) clearly defined goals (i.e. increased wealth, homeownership, etc.) and (2) exposure to existing programs to help achieve these goals (i.e. financial literacy, matched savings and homeownership programs, etc.). Other incentives being considered are work/training stipends and transportation vouchers.

Partner Responsibilities

Employees of the Service Providers designated shall perform the following services.

- **Job Developer(s) with the expertise and inroads into the General Contractor/Sub-Contractor arena is vital to find employers.**
- *(UNIONS)* Recruiting residents of the City of Miami to offer employment and training services; and, recruiting construction-related employers to obtain job openings and offer placement services. Community agents can play a key role in this employer recruitment.
- *(UNIONS)* Screening City residents according to employer criteria and referring qualified residents for employment. Screening may include a telephone or personal interview, technical skills assessment, character assessment, and/or drug screening.
- *(UNIONS and MDCPS)* Referring residents to other services provided by the aforesaid Service Providers which may include screening and referral to non-construction job openings for which they qualify, WIA Adult/Dislocated assisted core and training services, Worker Transition training services, and self-service job searches.
- *(Workforce agency, ACCESS Miami for ACCESSMiamiJobs.Com)* Posting employer job openings in the One-Stop Management Information System and other web portals.
- *(Job Developer, Workforce Agency with assistance from UNIONS)* Monitoring placements of qualified residents for 30 days to assist in the successful retention of the resident.
- *(Job Developer and MDCPS)* Providing residents and construction-related employers with informational and educational literature regarding workforce development services provided by the aforesaid Service Providers.
- *(Job Developer and/or Workforce Agency)* In addition, the Miami Works program will track number of employers contacted”, the “number of

employer participating” and “placements per employer”. These results will be tracked, documented and reported by the Miami Works Program.

Program Goals and Performance

The essence and intent of this collaborative initiative is to have a successful program. All service providers and partners shall work together to implement the program objectives and achieve the required program outcomes.

Program Objectives

1. To place residents of the City of Miami in jobs with employers whose worksites are located in the City of Miami.
2. To achieve a thirty (30) day job retention for hired residents.

Program Placement Goals

- A. A minimum of _____ residents shall be hired by employers whose worksites are located in the City of Miami.
- B. A minimum of _____ residents shall achieve thirty (30) day retention.

Performance Bonus (Job Developer Function)

A performance bonus of \$_____ per thirty (30) day retention shall be paid to the Service Provider who performs the Job Developer/Case Manager function designated in this project plan the achievement of any thirty (30) day retention in excess of the required twenty-five (25). The maximum additional thirty (30) day retention shall not exceed twelve (12). **The total maximum compensation under this performance bonus shall not exceed \$1,800 in total and \$600 per employee.**

Employment and Retention Verification - Job Developer Function

A designated and appropriate Service Provider is needed to document and verify the placements and the thirty (30) day retention after job placement for all residents using an agreed upon Employment Verification Form (EVF).

Project Activities and Timetable

Relationships with on-the-ground community agents in the targeted neighborhoods are key to the success of Miami Works. These on-the-ground agents will not only refer qualified candidates to the program; select agents will also provide services that act as incentives to long-term employment. Consequently, project activities are designed to develop and leverage those relationships with on-the-ground community agents that will help us “find quality people” and/or “encourage long-term employment, quality jobs”.

Project activity

Timetable for implementation

Finding Quality People – Outreach to on-the-ground community agents

First 30 – 60 days: The program’s outreach component will continue to identify and develop relationships with potential on-the-ground community agents in the targeted neighborhoods.

Finding Quality Jobs – Job Developer Function

Day 30 – ongoing: Job development will resume once several on-the ground community agents are identified and educated on the Miami Works process. *The Union partners are vital to this role. Without the available positions and job opportunities, success will be limited.*

Finding Quality People - Job Developer Function

Coordinated recruitments with community agents

Day 45 – ongoing: Once initial agents are established and specific jobs identified, will publicize job openings to agents and conduct recruitments. Miami Works will work with certain agents to schedule recruitments such that these agents can participate in the recruitments, thereby maximizing exposure to the community.

At recruitments, initial screening for jobs will occur (i.e. complete application, screening interviews, etc.). Following initial screening, staff will refer selected candidates to drug testing. Those who pass a drug test will take a “character” assessment test. **Funding is needed for this function.**

Finding Quality Jobs - Refer to employer for interview/placement - Job Developer Function

Ongoing: Those who pass drug and character tests are introduced to the employer for a job site visit and interview. Those chosen for employment usually start work immediately. Those not chosen will either be referred to a different Miami Works job or provided assistance through other workforce intermediaries i.e. One Stop, etc.

Encourage Long-Term Employment - Retention

Post employment, 30- and 60-day follow-up: (Job Developer and Union Partner Function) Miami Works program will maintain relationships with employee, employer and agents to encourage long-term employment. Specifically, Miami Works partners will work closely with agents – new and existing - who have a vested interest in resident’s long-term employment such as City of Miami NET, One Stop Career Centers, Partners for Self-Employment, and YWCA of Greater Miami-Dade, etc.

Anticipated Outcomes

Based on the proposed activities Following are the expected outcomes for construction-related employment of residents from the community over the 12 month program period: *These numbers are just estimates and need to be agreed upon by all partners. Federal standards will also apply.*

- Number Screened: 3,000
- Number Placed: 1,000
- Number retained 30 days: 800
- Number retained 60 days: 400

Moreover, the Miami Works program, through the ongoing development of relationships in the community, will increase the amount of cooperation between existing community/economic development organizations working in the targeted areas. Moreover, Miami Works, by coordinating its outreach with on-the-ground community agents and partners, will create an effective network of community development organizations. Finally, Miami Works will connect residents in the communities to job opportunities in upcoming projects.

In a typical workforce development setting, workforce professionals must solicit employers for job openings. Conversely, the Miami Works initiative is an employer/workforce Union partnership committed to creating those “employment relationships” needed to connect residents to employment opportunities. This partnership makes Miami Works uniquely qualified to address some of the unemployment issues in many of the hardest hit areas within the City. Moreover, because Miami Works is based on establishing and expanding relationships to “Find Quality People” and “Find Quality Jobs”.

